Department of Real Estate
Fiscal Year 2020 Strategic Plan 2-pager

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Strategic Planner: Deputy Commissioner, Louis Dettorre
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Vision: The Arizona Department of Real Estate shall be the most customer service oriented, technologically innovative, and operationally efficient and effective state level real estate department in the United States.

Agency Description: The Department oversees the administration of licensing examinations and issuance of licenses, as well as the activities of licensees to ensure compliance with the Arizona Department of Real Estate Revised Statutes and the Commissioner's Rules. Also, within the purview of the Department is builder/development regulation of the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries.

The Arizona Department of Real Estate regulates real estate schools and educators, monitoring prelicensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

Executive Summary: The Arizona Department of Real Estate will utilize the Arizona Management System to continue fulfilling its principles, values and mission.

The Department of Real Estate will be a leader among state real estate agencies through prioritizing strategic goals of providing excellent customer service, continuing to drive technological advancement, update and strengthen real estate education and focus on operational success.

Strategic Issues
- Identify customer values and investor expectations;
- Data driven decision making;
- Structured problem solving;
- Streamlining delivery of services;
- Maximizing technology platform;
- Delivering results that provide greater benefits for the people of Arizona.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Provide excellent customer service	FY 2018	Increased percentage of favorable reviews from 78 percent to 84 percent in FY2019.
2	Drive innovation through technological advancement	FY 2018	86 percent of ADRE services are available online.
3	Strengthen real estate education	FY 2019	• Completed 240 volunteer monitor assignments • Reduced average number of days to process distance learning course applications. • Implemented online real estate salesperson education program
4	Lead all national state real estate agencies in operational efficiency and effectiveness	FY 2018	Identified opportunities to update processes and procedures
5	Developing an engaged, professional workforce	FY 2019	This is a new strategic measure

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Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase percentage of favorable customer service surveys	Percent of favorable customer service surveys	Customer First Approach
1	Increase consumer communication	Increase number of publications and outreach opportunities	Customer First Approach
1	Decrease number of pending messages	Average number of pending messages at the end of each day	Customer First Approach
2	Increase services available online	Percent of online services	Promote Quality Online Services
3	Increased pass rates	Average annual pass rate of first time Pre License test takers	Raise the Bar of Real Estate Education in Arizona
3	Increase the percent of volunteer monitor assignments completed	Percent of volunteer monitor course assignments made and completed	Raise the Bar of Real Estate Education in Arizona
4	Increase number of fully integrated web-based dashboards implemented	Number of fully integrated web-based dashboards implemented at the division level	Business Technology Solutions for Data Driven Decision Making
4	Decrease processing time	Processing time	Business Technology Solutions for Data Driven Decision Making
5	Decrease employee turnover	Turnover	Engage and Develop a World Class Team
5	Increase employee positive experience	Employee Engagement	Engage and Develop a World Class Team